

Service First

HCSD Public Assistance Program Improvement Initiative

EXHIBIT 3
DATE 1-19-15
HB N/A

The basic model: All Client Service Eligibility Coordinators (CSECs) will determine eligibility for Medicaid, Healthy Montana Kids (HMK), Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF), from start to finish, regardless of where they are located, or how they are contacted.

All CSECs will be trained to determine eligibility and enroll people in the core programs in the shortest time possible with the ultimate goal of connecting clients to benefits within one or two days of first point of contact.

Staff reorganization: HMK was formerly a stand-alone program under the direct supervision of the branch manager. It is now part of the Human and Community Service Division (HCSD) which already administered the other non-HMK core programs.

Centralized document processing: Consolidate mail-processing and scanning functions in a single location to improve efficiency, accuracy, and timeliness.

Specialization and consolidation of certain programs and functions: Activities such as coordinating nursing home cases, quality assurance activities, and processing fair hearing requests will be performed by specially trained staff to focus on these sometimes labor-intensive and time-sensitive services.

Policy alignment and simplification: Wherever possible, policies and procedures used to determine eligibility will be aligned among programs and simplified. Information not needed to determine eligibility will no longer be requested as part of the application process. Ideally, the criteria for determining household composition and calculating household income would be nearly the same for all core programs.

Training: HCSD will develop and implement a standardized six-week training institute for new and existing staff. This training will encompass all core programs. New employees will be tested for proficiency as they progress through the institute.

Field office reconfiguration: When possible, offices will be redesigned and modified to allow clients direct, front-counter access to CSECs.

Statewide caseload: Cases will no longer be assigned by geographic location, i.e., county-based. All field offices, including the Arcade field office, will process applications from a universal pool of applications. In other words, a CSEC in Polson may be assisting a family in Sidney followed by an application originating in Great Falls, followed by a phone call from a parent in Billings.

The Service First Initiative is scheduled to be implemented in full by December 2013.

*Now
Title- Client Service Technician*

Implemented within the next 3 months

Service Desk – Key the Truth

Fair Hearing Unit

Helpline Readiness – Phase 2 (Phone Cloud) - All offices will have phone systems in their offices?
Complete Notice Project

No Help Desk – Service Desk instead. If you can't get a case to process caseworkers can give it to the Service Desk and they will contact the Help Desk and take care of the case.

Standard of 70% same day authorizations across the state. This will be accomplished by collateral contact, accepting client statement, etc.

Business Process Template Created

Robo-Help/Updated online user guide

Implemented within the next 6 months

Continue Policy Simplification efficiency goals
Legislative Session

Implemented within 7-8 Months

Business Process Engineering

Task Based Management Processing Model – replace case management with process/task management.

A work queue will be created to easily identify tasks needing completed.

Tasks will have metrics to be measured by.

To Name a Few

Service First Implementation (Goal is to be completed within the next 2 years)

Service Desk
Lobby Management – Office Changes
Performance Metrics
Task Based Intake Processing Model
Policy Alignment & Forms Simplification
Focus on Business Processes
Fair Hearing Unit
Montana Public Assistance Helpline
Training Institute Advances

Service First Model

Service First Public Assistance Helpline

Processing Centers – Maintenance Unit will become a Processing Center – A couple of offices across the state may be changed to Processing Centers if they are successful

Intake

Maintenance

Office Flow: Metrics will be recorded on computer software on foot traffic into the offices; who is there, what do they need, how long have they been waiting

Lobbies and Open Concept: Self Service Area for clients with computers and phones available for use; children's area for toys

Express Services: Process changes while the client is in the office

All caseworkers to have scanners available at their desks

Completed Now

Forwarding Service has been requested with the Postal Service

Returned Mail has been caught up in the scanning unit